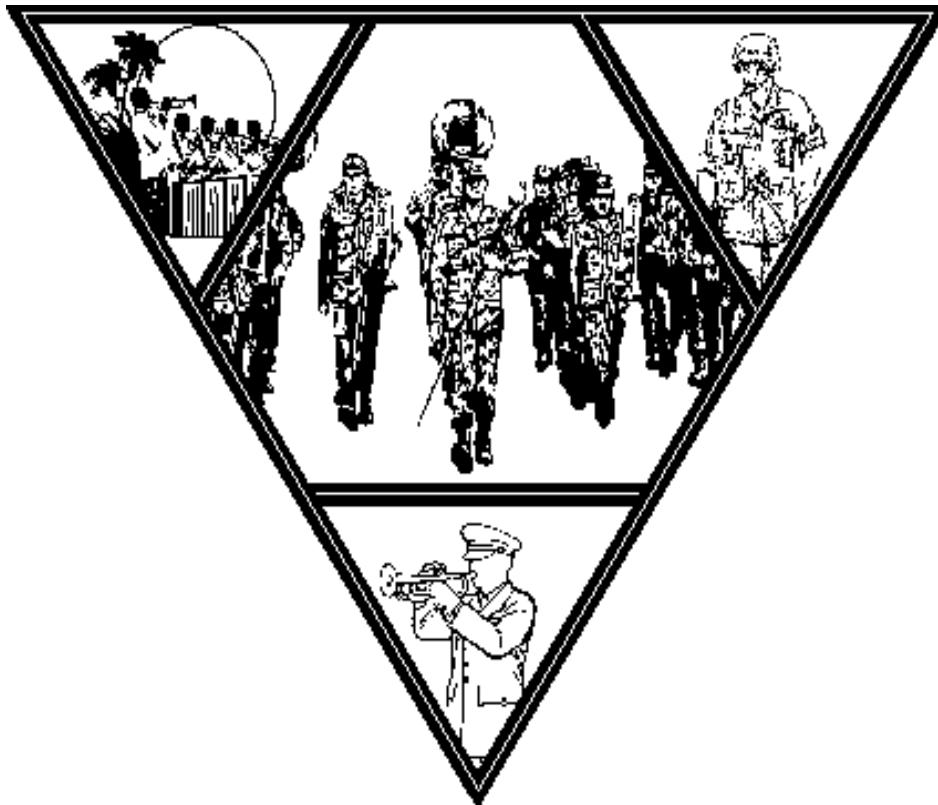


**TRADOC PAMPHLET 525-13**

# **ARMY BANDS**



**2 JANUARY 1998**

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## **Foreword**

The approach to organizational design prior to the Force XXI Army was one of "one-size-fits-all." Bands were allocated across the operational spectrum to separate brigades, training centers, hospitals, installations, divisions, corps, theater army area commands, major medical commands, and theater armies. This was done irrespective of such considerations as geographical area of operations, categories of support required by the parent unit, and demographic composition of the target audience.

Conditions or events that would cause forces to be employed will challenge the Army. Future employment of forces will span the full range of military operations in support of the National Military Strategy.

The employment of forces will be situation-based. Therefore, tailoring of the forces will be necessary to strike the balance between effectiveness and efficiency and to meet both immediate and long-range goals. Split-based operations, which use a rotation of units to and from the operational theater, will become the norm.

Little or no host-nation support will be available in lesser-developed areas of operation. This will necessitate the insertion of Continental United States (CONUS) based combat service support (CSS) units to meet the needs of U.S. troops, coalition troops, and indigenous populations. Readiness, mobility, flexibility, and unit integrity will be the hallmarks of success in such an environment.

A new concept must be implemented to meet the needs of a Force XXI Army. The requirement to deploy a "one-size-fits-all" band in the Force XXI Army would negate the ability of the band to deliver the necessary support to that force or its parent unit at the proper time.

2 January 1998

**Military Operations**  
**OPERATIONAL CONCEPT FOR ARMY BANDS**

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**Summary.** This concept serves as the basis for developing doctrine, training, leader development, organizations, materiel, and soldier (DTLOMS) initiatives focused on requirements and solutions for Army bands. This concept is the framework to describe the capabilities required for band operations for support of Army XXI. Under this concept, band capabilities are projected to meet mission requirements over the range of the military operations.

**Applicability.** This concept applies to all Army band organizations and United States Army Training and Doctrine Command (TRADOC) activities that develop doctrine, training, leader development, organization, materiel, and soldier (DTLOMS) requirements.

**Suggested improvements.** The proponent for this pamphlet is the Deputy Chief of Staff for Combat Developments (DCSCD). Forward comments and suggested changes or improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, TRADOC, ATTN: ATCD-BP, Fort Monroe, Virginia 23651-5000. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

**Availability.** This publication is available on the TRADOC Homepage at <http://www-tradoc.army.mil>.

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\* This pamphlet supersedes TRADOC Pamphlet 525-13, 6 November 1981

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**Chapter 1**  
**Introduction**

**1-1. Purpose.** This pamphlet provides a concept for Army band operations in support of U.S. objectives at every level of military operations (strategic, theater, and tactical) in war and peacetime operations within the scope of Force XXI Operations.

a. This concept is intended to provide commanders and planners at all levels the guidance necessary to structure, man, train, and employ Army bands. This concept focuses on the capability of performing musical support operations, at any level of operation, based on the mission, enemy, terrain, troops, time available and civilian considerations (METT-TC).

b. This concept is designed to allow timely and unrestricted band support to commanders based on doctrinal and procedural changes, realistic training, effective leader development, and adequate manpower force structure.

**1-2. References.** Required and related publications are listed in appendix A.

**1-3. Explanation of abbreviations and terms.** Abbreviations and special terms used in this pamphlet are explained in the glossary.

## Chapter 2

### Overview

**2-1. Why the concept is needed.** This concept was developed to support the capstone concept, TRADOC Pamphlet 525-5, Force XXI Operations. This concept represents a major revision of TRADOC Pamphlet 525-13, U.S. Army Operational Concept for Use of Bands in Combat, dated 6 November 1981.

**2-2. Threat.** Whether employed as part of a fully mobilized force, or as a situationally employed piece of a split-based operation:

- a. Bands will be exposed to the wartime threats normally associated with operating in theater, corps, and division areas.
- b. Bands will be subject to nuclear, biological, or chemical (NBC) attack and will require an NBC readiness posture similar to other combat service support (CSS) units.
- c. Equipment, facilities, and personnel will be vulnerable to direct fire, artillery, and air strikes.
- d. Damage to bands will be a result of collateral damage from attacks against nearby targets, supported units, and support facilities.
- e. Army band performances will be real-world missions that present terrorists with unprotected targets. This threat is inherent to all levels of operation and is not geographically dependent. Band performances will be frequently publicized and are gathering places for large groups of people, thereby inviting terrorist attention.

**2-3. Capstone concept.** The operations concept for use of army bands supports the following concepts:

- a. Capstone concept: Force XXI Operations. The nonlinear battlefield of the future, as well as peacetime operations, require a versatile, tailorable, and deployable force to provide support where and when it is needed.
- b. Concept for modularity. The austere budgetary and manning environment of the future will necessitate employment of this principle by Army bands. Highly-relevant and mobile teams, temporarily tailored to concurrently meet specific missions and contingencies, will be employed to meet the diverse missions facing Army bands. The lower the echelon of the band's parent unit, the greater the need will be for modular capability.
- c. Interim operations concept for Division Main Command Post Security and Division Central Collection Point Enemy Prisoner of War Operations. As a result of Division 86 & AOE, Military Police (MP) companies are dependent on Army bands augmentation of division security operations for main command post (CP) security and enemy prisoner of war/civilian internee (EPW/CI) perimeter security.

**2-4. Limitations.** This concept is not limited by geographical location, conflict intensity, or other operational situations.

## Chapter 3

### Concept

#### 3-1. Overview.

a. Mission. The mission of Army bands in Force XXI Operations is to provide music to enhance unit cohesion and morale and to musically support military operations. Army bands are assigned secondary missions. These primary secondary missions are augmentation of security operations for CP and perimeter security for EPW/CI operations.

b. Army bands may be assigned to specific installations and activities and at echelons of command, division, and above. Bands, vested within the Active Army, Army National Guard, and U.S. Army Reserve (COMPO 1/2/3), will have specific missions across the entire spectrum of the operational continuum. This diversity allows situational tailoring of the unit and its functions to meet the needs of the Army, whether at the strategic, theater, or tactical level of operations.

c. Characteristics of Army band operations. The following will be the fundamental characteristics of successful performance of the band mission in Force XXI Operations.

(1) Flexibility. Fully manned and equipped, bands will be able to perform virtually any style of music, including the latest developments in popular music. This will be necessary to satisfy the musical needs of the total soldier audience within each band's area of operations. Accordingly, most band performances for soldiers will require popular idiom music. However, performances for audiences or missions involving other than U.S. troops will require bands to be extremely responsive to varied musical requirements.

(2) Mobility. The nature of Army operations requires that bands will have to travel to the troops to perform the mission. Units will rarely be able to travel to a centralized performance site to see their local Army band. Regardless of the type of performance, it is likely that it will take place at a site somewhat remote from the band's headquarters.

(3) Unit integrity. As the Army's personnel environment continues to demand strict Manning levels, it will be more critical than ever that bands maintain unit integrity under the command and control of their respective band headquarters. Each soldier authorized to a band structure will perform a role that is vital to the successful performance of the various teams within a band.

(4) Proactivity. A majority of band performance missions will occur in response to requests from supported organizations. However, band commanders will be required to seek opportunities to perform for supported organizations and activities.

d. Modular design.

(1) Modularity will provide teams that are interchangeable, expandable, and tailorable to meet changing band requirements. The size and composition of teams can not be documented; but rather are dependent on the mission and varied musical requirements determined by the band commander's METT-TC analysis, along with the security augmentation requirements provided to the band commander from the division commander. Bands will emulate modularity without formal documented team(s) structure.

(2) Equipment will be adaptable and of sufficient quality to meet support requirements determined by the band commander's METT-TC analysis.

(3) Teams may be situationally employed (independent of each other or in tandem with other teams) as warranted by the mission.

(4) All split-based options must be carefully planned to preserve unit integrity in order to support its parent unit.

(5) Band support must be planned and controlled by the band commander to provide the appropriate support to the split-based operation while minimizing any reduction of support to the parent unit. During split-based band operations, capabilities will be decremented commensurate with the size, type, and employment length of the team(s). In order to ensure sustainment of both parent and team, it is imperative that planners of split-based operations define termination points that minimize degradation. The band commander will be the determining authority as to the appropriate balance of detached and parent unit capabilities employed.

(6) When establishing duration of augmentation missions, consideration must be given to the disruption of musical training. Musical performance is seriously degraded when musical training is deferred for extensive periods of times.

e. Unit defense.

(1) In the event of proximate attack during musical operations, bands suspend such operations, assume an appropriate defensive posture, and engage in defensive operations as the situation demands.

(2) The band's deployment outside of its headquarters area for current or projected musical missions must be considered when deciding on their availability for other missions/tasks in the defense.

### **3-2. Employment.**

a. National. At the national level, the high visibility of band operations performed, the geographic location of the activities/interests that are supported, and the unique events that characterize these operations are delineated by:

(1) Providing musical support to the United States Army Military District of Washington (MDW) and its tenant and supported activities, national U.S. Army recruiting operations, and as directed by Headquarters, Department of the Army.

(2) Providing national and international musical support to strengthen the ties between the Army and the civilian community for the Office, Chief of Public Affairs, and as directed by Headquarters, Department of the Army.

(3) Providing musical support for the U.S. Military Academy, its tenant and supported activities, and as directed by Headquarters, Department of the Army.

b. Theater. At the theater (echelons above division (EAD)) level, bands support parent units that have high protocol visibility, frequency of interaction with host/third nation dignitaries, a distinct presence in CONUS metropolitan centers and/or moderate concentrations of collocated troops. Emphasis will be placed upon music that furthers the parent unit commander's objectives in these areas, as well as music inherent to soldiering and support of troop gatherings. The principal thrust of this organization will be to act as a non-threatening show of force and professionalism for the parent unit commander. It will be employed to support multinational operations, to significantly strengthen the common spirit and pride of Americans, as well as to build a bond between U.S. forces and people of other nations.

(1) CONUS-based bands provide musical support to selected major Army command MACOM headquarters, regional and national U.S. Army recruiting operations, as well as regional musical support to further the parent unit commander's community relations activities.

(2) Forward-deployed bands provide musical support to their parent unit and its subordinate units, theater-level coalition operations, as well as significant host/third nation civil affairs and community relations operations.

c. Tactical. At the tactical level, bands embrace the parent unit commander's intent, serve as a combat multiplier for the commander by significantly affecting the morale, esprit de corps, and the will-to-win of the concentration of troops in its area of operations. Bands provide support to the geographic location of the parent unit.

(1) CONUS-based bands provide musical support to their parent unit and its subordinate units, local U.S. Army recruiting operations, as well as to further the parent unit commander's community relations efforts.

(2) Forward-deployed bands provide musical support to their parent unit and its subordinate units, counterpart-level coalition operations, as well as local host/third nation civil affairs and community relations operations.

(3) Both CONUS and forward-deployed bands provide support to the MP companies by augmenting them for CP security and EPW/CI perimeter security operations.

### **3-3. Future operational capabilities (FOC).**

#### **a. Band Operations (FOC CSS 98-009)**

Description: Bands will be trained, manned, and equipped to provide musical support throughout their entire area of operations. Additionally, bands will support recruiting operations, and national and international community relations. During contingency operations, mobilization/ demobilization, and major training exercises, musical support expands to include support for civil affairs and psychological operations. Bands will also be trained and equipped to augment security operations for CP security and EPW/CI perimeter security.



b. Musical support (FOC CSS 98-010)

Description: To maximize their effectiveness, bands must travel to the troops. At all military levels of operation, bands will provide the following, although not all inclusive, support.

(1) Ceremonies. The band will be capable of providing full ceremonial support. Music performed will include traditional marching and ceremonial music, and a limited amount of music specifically requested to enhance a particular occasion.

(2) Troop support functions. The band will be capable of providing popular idiom support to enhance troop morale, and to aid civil/military and recruiting efforts. Music will include selections that reflect the tastes and desires of the target audience.

(3) Concerts. The band will be capable of providing concert support. Music will include a variety of styles, from marches to novelty numbers, and popular tunes scored for the entire ensemble.

(4) Protocol functions. The band will be capable of providing support for official protocol gatherings that are direct requirements of the service. Music will include that which is appropriate to the occasion.

(5) Religious ceremonies. The band will be capable of providing religious ceremony and memorialization support in an environment of religious diversity. Music will include that which is appropriate to the occasion and will uplift the soldiers' spirit and will-to-win.

(6) CP security operations. The band will be capable of providing augmentation to support CP security operations.

(7) EPW/CI operations. The band will be capable of providing augmentation to support EPW/CI perimeter security operations.

## Chapter 4

### Implications

**4-1. Doctrine.** Acceptance of this operations concept will require a revision of the principal doctrinal publication FM 12-50, U.S. Army Bands, dated 6 September 1991. The revision is expected to:

- a. Respond to the requirements outlined in the operations concept.
- b. Respond to emerging concepts (overarching, battle dynamic and operations) in the Force XXI Army.
- c. Change doctrine, tactics, techniques, and procedures for all Army bands, regardless of echelon of assignment.

**4-2. Training.** Acceptance of this operations concept may spur the following changes in either training site or training content/method.

a. Due to technological changes in musical equipment, changing demographics, and resident school time constraints, accessions to career management field (CMF) 97 may require greater/different skills than those currently required. This is a training-site issue due to the civilian acquired skills required of band members.

b. Training content for military occupational specialty (MOS) 02M (percussion player) and 02N (keyboard player), Skill Level 1, may have to change to include technological improvements in equipment needed to perform popular idiom music.

c. Basic and advanced Noncommissioned Officer Education System (NCOES) course content may have to be changed to reflect the operations concept.

d. Army Band Officer Course (ABOC), Bandmaster Warrant Officer Basic Course (BWOBC), and Bandmaster Warrant Officer Advanced Course (BWOAC) content may have to change to reflect the operations concept. Emphasis may be on production of troop shows, arranging popular music for troops, and planning/executing split-based operations.

e. Bands at all echelons of assignment may require more intensive and extensive collective training due to the nature of split-based operations and the musical support requirements. This is a unit training-site issue, specific to its musical support requirements and CP security and EPW/CI perimeter security operations.

**4-3. Leader development.** Other than the previously mentioned course content changes (NCOES, ABOC, BWOBC, and BWOAC), Army bandleader development would not be impacted by this operations concept.

**4-4. Organizations.** Acceptance of this concept may require:

- a. Adjustments within CMF 97 will not necessitate any changes in the current force structure.
- b. Minor adjustments to current personnel qualification requirements within CMF 97.

**4-5. Materiel.** Acceptance of this concept may require the following materiel authorization adjustments.

- a. Modified tactical wheeled vehicle.
- b. Musical instrument digital interface (MIDI) and other electronic musical enhancement.
- c. Portable generator.
- d. Continuously updated popular idiom musical compositions and appropriate equipment.
- e. Sound reinforcement equipment.
- f. Lighting equipment.

**4-6. Soldiers.** Soldiers will experience a wide range of mission requirements, responsibilities, and challenges. Musical capabilities and augmentation of security operations for CP and EPW/CI perimeter security may require adjustments in recruiting and/or retention criteria for CMF 97.

## **Appendix A References**

AR 71-32  
Force Development and Documentation Consolidated Policies

AR 220-90  
Army Bands

AR 611-101  
Commissioned Officer Classification System

AR 611-112  
Manual of Warrant Officer Military Occupational Specialties

AR 611-201  
Enlisted Career Management Fields and Military Occupational Specialties

FM 12-50  
U.S. Army Bands

FM 71-100  
Division Operations

FM 100-5  
Operations

TRADOC Reg. 71-17  
Organization Design, Unit Reference Sheets (URS) and Automated Unit Reference Sheets (AURS)

TRADOC Pamphlet 71-9  
Requirements Determination

TRADOC Pam 525-5  
Force XXI Operations

TRADOC Pam 525-68  
Concept for Modularity

TRADOC Pam 525-200-6  
Combat Service Support U.S. Army Battle Dynamic Concept

## Glossary

### Section I

#### Abbreviations

ABOC	Army Band Officer Course
BWOAC	Bandmaster Warrant Officer Advanced Course
BWOBC	Bandmaster Warrant Officer Basic Course
CMF	career management field
CONUS	continental United States
CP	command post
CSS	combat service support
DTLOMS	doctrine, training, leader development, organizations, materiel, and soldier
EAD	echelon(s) above division
EPW/CI	enemy prisoner of war/civilian internee
FOC	future operational capabilities
MACOM	major Army command
MDW	United States Army Military District of Washington
METT-TC	mission, enemy, terrain, troops, time available, civilian considerations
MIDI	musical instrument digital interface
MOS	military occupational specialty
MP	military police
NBC	nuclear, biological, chemical
NCOES	Noncommissioned Officer Education System
TRADOC	United States Army Training and Doctrine Command

### Section II

#### Terms

##### Split-Based Operations

Dividing functions so that only those functions absolutely necessary are deployed, allowing for planned concurrent support, and allowing some functions to be accomplished from CONUS or another theater.

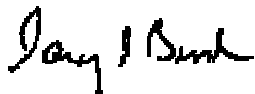
FOR THE COMMANDER:

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